

Strategic Plan



2006 - 2007



Foreword



Our Strategic Plan and Strategic Planning Process are fundamental tools for leading and managing this organization. They provide a course of action and a basis for future-oriented decision making. Above all, they help us meet the challenges of providing excellent services and support to our customers. It is our roadmap and will come under constant review and change.

Our strategic plan is customer driven. We must meet or exceed the needs of Soldiers and family members, for only then can we say that we've made a substantial contribution to the readiness of our forces, to their well-being, and to that of our community. While we are an Army installation, we are sensitive to the fact we are the only Department of Defense installation in the region and the dependence of other federal agencies upon this installation. Our responsibilities are broad; our customers will remain the center of our attention. It is our job to provide a quality home, a safe and secure environment, and world-class installation management services for all of those who depend on us.

Working together, we provide a wide range of services for Soldiers and their families, civilian employees, retirees, and tenants. We work closely and cooperatively, and accomplish our mission in the spirit of teamwork.

STEPHEN M. ACKMAN
Colonel, FA
Commanding

Mission:

Enable Customers to succeed by providing sustainable Base Support and excellent services.

Mission Essential Task List (METL):

Our METLs remain the same as approved by IMA.

- *Exercise command and control*
- *Provide for public safety and security*
- *Provide sound stewardship of installation resources and the environment*
- *Provide services/programs to enable readiness*
- *Execute community and family support services and programs*
- *Maintain and improve installation infrastructure*

Vision:

Our vision is to be the Federal Support Center of the Caribbean.

Values:

We embrace the values of the United States Army as a source of personal guidance for all of our organization members, military and civilian:

- *Loyalty* – Bear true faith and allegiance to the U.S. Constitution, your unit, and other Soldiers
- *Duty* – Fulfill your obligations.
- *Respect* – Treat people as they should be treated.
- *Selfless Service* – Put the welfare of the nation, the Army, and your subordinates before your own.
- *Honor* – Live up to all the Army values.
- *Integrity* - Do what's right, legally and morally.
- *Personal Courage* – Face fear, danger, or adversity.

Additionally, we have adopted the following values:

- *Caring* - Show compassion and concern for people.

- *Empowerment* - Provide the workforce authority, and resources to accomplish the mission.
- *Stewardship* - We strive to be good stewards of the resources to accomplish the mission.
- *Consistency* - We strive to provide consistent and equitable standards of service for all personnel and their families living and serving on our installation.

Strategic Goals and Objectives:

GOAL 1 – LEADERSHIP

Develop and retain visionary leaders and an innovative, professional workforce focused on building communities of choice.

STRATEGIC OBJECTIVES:

- 1.1 - Explore, analyze, and resolve our OCONUS versus CONUS status for the organization's well-being.
- 1.2 – Establish and maintain a program of individual development.
- 1.3 - Develop future leaders through mentoring and internship programs.

GOAL 2 – INFRASTRUCTURE

Plan, design, build and sustain infrastructure to support readiness and mission execution, and to enhance the well-being of the federal community.

STRATEGIC OBJECTIVES

- 2.1 – Build the most effective and efficient organization possible.
- 2.2 – Plan and design infrastructure to embrace and adapt to the ever-changing needs of DOD.
- 2.2 – Seek and develop advanced concepts and technologies to facilitate the well-being of the federal community.

- 2.3 – Build and sustain a best-in-class infrastructure in support of mobilization.
- 2.4 – Demonstrate stewardship of environmental resources.
- 2.5 – Develop a corporate body to consider other Federal activity uses of available space.

GOAL 3 – CUSTOMER FOCUS

Be an agile, efficient, customer-driven, results-oriented organization to support current and future missions.

STRATEGIC OBJECTIVES

- 3.1 – Institutionalize knowledge and information collection, sharing and management.
- 3.2 – Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external.
- 3.3 – Gain efficiencies by reviewing processes and making necessary changes.

GOAL 4 – MOBILIZATION

Plan, coordinate, and execute mobilization/demobilization of Reserve Component Commands of Puerto Rico and the US Virgin Islands.

STRATEGIC OBJECTIVES

- 4.1 – Plan, design, test, and improve mobilization/demobilization procedures that reflect current and future DoD requirements.
- 4.2 – Develop the components and structure to become the Power Support Platform of choice in the Caribbean.

Tracking System:

- a. Board members meet monthly for the first three months and quarterly thereafter as required.
- b. Track progress on the Commander's Issue Tracking System.

Goal Leads and Mentors:

BOD Member	Goal 1	Goal 2	Goal 3	Goal 4
GC	Final Approval	Final Approval	Final Approval	Final Approval
BASOPS	MENTOR	MENTOR	MENTOR	MENTOR
CPAC	CO-LEAD			
DHR	CO-LEAD			
DMWR			LEAD	
DPTMS				LEAD
DPW		LEAD		
DOL				
DOIM				
DES				
EEO				
HHC				
IG				
ILO				
IRACO				
ISO				
RMO				
RSO				
PAO				
PAIO	FACILITATE & MONITOR	FACILITATE & MONITOR	FACILITATE & MONITOR	FACILITATE & MONITOR

Action Plan Leadership

Goal 1 – Leadership	
Strategic Goal	Develop and retain visionary leaders and an innovative, professional workforce focused on building communities of choice.
Strategic Objective	1.1 – Explore, analyze, and resolve our OCONUS versus CONUS status for the organization’s well being.
Initiative	Develop a package to recognize Puerto Rico as OCONUS (foreign) or CONUS for civilians IAW JTR, which includes all benefits. Establish a retention, relocation and recruitment bonus policy.
	Action Plan
Purpose	To help recruitment and to retain the civilian workforce.
Initiation Date	1 May 06
Planned Completion Date	1 Sep 06 – Target Submission to SERO
Action Team	Directors and Special Staff
Owner’s Contact information	-Director of Human Resources, 787-707-3420 -Civilian Personnel Officer, 787-707-3370
Measures of Progress	-Develop a comprehensive package that includes economic analysis and comparison of USVI, Guam, HI, and PR. -Obtain package endorsement from IMA, DA, Joint Travel Committee, and State Dept.
Measures of Success	Obtain concurrence at each of the following: IMA, DA, Joint Travel Committee, and State Dept.

Priority	High
Funding Requirements	Long range increase in funds to cover LQA, COLA or locality pay.
Funding Decision	HQDA
Specific Planned Accomplishments	<ul style="list-style-type: none"> -Gather data that shows disparity in treatment between USVI, HI, Guam vs. PR (i.e., territories, similar economies, islands) -Obtain support from other Federal agencies and PR government -Finalize package and forward through chain of command
Contingencies	<ul style="list-style-type: none"> -Lack of support from higher headquarters. -Loss of interest due to delays in the process. -Availability of funds.
Final Result	Recognition of Puerto Rico as OCONUS (foreign) or CONUS for civilians IAW JTR, which includes all benefits. Approval of a retention, relocation and recruitment bonus policy.
Status	Developing package for SERO.

Action Plan Leadership

Goal 1 – Leadership	
Strategic Goal	Develop and retain visionary leaders and an innovative, professional workforce focused on building communities of choice.
Strategic Objective	1.2 – Establish and maintain a program of individual development.
Initiative	Systematic training method to develop in-house leadership.
	Action Plan
Purpose	To develop a systematic training method for in-house leadership.
Initiation Date	1 June 06
Planned Completion Date	Ongoing
Action Team	Directors and Special Staff
Owner's Contact information	-Director of Human Resources, 787-707-3420 -Civilian Personnel Officer, 787-707-3370
Measures of Progress	-Inclusion of training and leadership courses in IDPs and DD Form 1556. -Track attendance of leadership courses. -Track completion of IDPs for every employee.
Measures of Success	Increase workforce performance and productivity to attain a 5% promotion rate throughout federal agencies in PR and elsewhere.
Priority	High
Funding Requirements	Training Budget

Funding Decision	Local funds
Specific Planned Accomplishments	<p>-Identify training requirements in Individual Development Plan's for all employees at every level using ACTEDS and other available resources. Ensure that 95% of centralized funded training is accomplished.</p> <p>-Identify employees for attendance to LEAD, OLE, SBLM, etc.</p> <p>-Send local representatives to "Train the Trainer" leadership courses.</p> <p>-Promote applicable professional development resources.</p> <p>-Incorporate Army Values into entry and mid-level training.</p> <p>-Increase number of leadership training provided locally.</p>
Contingencies	Funding
Final Result	An increase in leadership positions filled by in-house personnel.
Status	<p>-IDPs have been incorporated into each employee performance plan.</p> <p>-Leadership courses are being offered locally.</p>

Action Plan Leadership

Goal 1 – Leadership	
Strategic Goal	Develop and retain visionary leaders and an innovative, professional workforce focused on building communities of choice.
Strategic Objective	1.3 – Develop future leaders through mentoring and internship programs.
Initiative	Develop visionary leaders.
	Action Plan
Purpose	To develop and retain visionary and innovative leaders.
Initiation Date	6 July 06
Planned Completion Date	Ongoing
Action Team	Directors and Special Staff
Owner's Contact information	-Director of Human Resources, 787-707-3420 -Civilian Personnel Officer, 787-707-3370
Measures of Progress	-Manage Mentorship Program IAW DA PAM 600-8. -Progression in career assignments. -Increase university participation in the internship program.
Measures of Success	-Feedback from mentor and mentee. -Fifty percent increase in mentorship program participation. -Fifty percent increase in university participation.
Priority	High
Funding Requirements	Training Budget
Funding Decision	Local funds, IMA

Specific Planned Accomplishments	<ul style="list-style-type: none"> -Develop a mentorship program, and actively support participation. -Use DA interns, whenever possible. -Develop and utilize local interns, whenever possible. -Develop and implement cross-training and job rotations. -Develop succession plans at directorate level. -Consider using DA job-swapping program.
Contingencies	Funding
Final Result	Develop a pool of stable and visionary leaders groomed for succession
Status	<ul style="list-style-type: none"> -Mentorship Program under development. A modified version of Dept. of Army Mentorship Program will be used. -Use of interns will be dependent upon the budget.

Action Plan Infrastructure

Goal 2 – Infrastructure	
Strategic Goal	Build and sustain infrastructure to support readiness, mission, and Quality of Life (QOL).
Strategic Objective	2.1 – Environmental Leadership and Stewardship.
Initiatives	<ul style="list-style-type: none"> -Develop and implement the Environmental Management System (EMS). -Implement the Army Environmental and Energy Strategy.
	Action Plan
Purpose	To provide the fundamental tools of sound processes to achieve the organization's objectives.
Initiation Date	2001 (IAW EO 13148 Signed 21 April 2000)
Planned Completion Date	<ul style="list-style-type: none"> -Fully Conforming EMS (2009). -U.S. Army EMS implementation metrics suspense date 31 DEC 05. -DPW completed implementation metrics on 16 NOV 05.
Action Team	Directors and Special Staff
Owner's Contact Information	Director of Public Works, 787-707-3514
Measures of Progress	<ul style="list-style-type: none"> -Completion and submitting of DOD EMS Metrics NLT 31 DEC 05 (acknowledged by IMA): -EMS Policy Statement -EMS Self Assessment -EMS Implementation Plan -EMS Priority List of Environmental Aspects -EMS Awareness Training -EMS Annual Management Review

	<p>-ISR (Natural Infrastructure) results (Summer 2006, exempt for FY05)</p> <p>-Army Environmental and Energy Strategy</p>
Measures of Success	<p>-Environmental policy: Annual Review.</p> <p>-Environmental aspects: Review, and revise (as needed) processes, activities, products, and services identifying and prioritizing environmental aspects to determine which are considered significant.</p> <p>-Objectives and targets (FY 2006): Establish, maintain, and track documented environmental objectives and targets that consider environmental policy, legal and other requirements, significant aspects, technological options, and mission/operational needs.</p> <p>-Operational control (FY 2007): Development and implementation operational controls to address identified significant aspects.</p> <p>-Competence, training, and awareness (continuous): Establish a formal training program respective to the EMS and hold appropriate personnel accountable for ensuring the training is available and received.</p> <p>-Emergency preparedness and response (continuous): Develop, test, and validate plans to respond to potential emergency situations.</p> <p>-Audit and corrective actions (FY 2008): Establish a formal internal procedure to conduct annual EMS audits to provide information to top management on effectiveness of the EMS in meeting the facility's environmental policy and on performance of the EMS in conforming to appropriate facility EMS standards.</p> <p>-Contractors and suppliers: Establishment of procedures for application of EMS requirements to contractors and suppliers.</p> <p>- Management review: conduct an annual management review with top management for continual improvement of the EMS.</p> <p>-Operational impact: Report EMS benefits, barriers, and/or best practices.</p> <p>-Impact of EMS on appropriate facilities: provide an assessment of the impact of EMS implementation on your organization on environmental issues.</p>

	-Fully Conforming EMS (FY 2009).
Priority	High
Funding Requirements	<ul style="list-style-type: none"> -Transition to OMAR, additional funding. -Out-of-cycle TDA changes, additional manpower. -Support Activities: USACE, IMA-ARO / SERO, ARCC, 65th RRC -EMS Training.
Funding Decision	IMA, HQDA
Specific Planned Accomplishments	Full conforming EMS NLT 2009 (Continuous improvement cycle).
Contingencies	<ul style="list-style-type: none"> -Island-wide Garrison Transition / Implementation of BASOPS services. -Availability of funding -Transition of manpower (Manpower survey) -BRAC (NEPA implementation; USAG assumption of responsibilities) -Construction moratorium. (Limited) -Training availability -A-76 and Outsourcing
Final Result	Full conformance with International Standards Organization (ISO) 14001 requirements (continuous improvement cycle).
Status	<ul style="list-style-type: none"> -EMS Training: 75% of the Installation employees have not been trained. -Management review has been completed.

Action Plan Infrastructure

Goal 2 – Infrastructure	
Strategic Goal	Build and sustain infrastructure to support readiness, mission, and Quality of Life (QOL).
Strategic Objective	2.2 –Develop and sustain facilities, services and infrastructure economically while efficiently maintaining mission support and mobilization.
Initiatives	<ul style="list-style-type: none"> -Utilization of outsourcing as a mean to achieve efficiency. -Develop a customer outreach program. -Develop business partnerships. -Benchmark processes against industry standards.
Action Plan	
Purpose	To provide the fundamental tools of sound processes to achieve the organization’s objectives.
Initiation Date	OCT 05
Completion Date	FY09
Action Team	Directors and Special Staff
Owner’s Contact Information	Director of Public Works, 787-707-3514
Measures of Progress	<ul style="list-style-type: none"> -Validate the Real Property Inventory (RPI) through the Integrated Facility System (IFS) NLT 30 NOV annually. Currently it is done on a quarterly basis to ensure data is up to date and accurate. -Completion of the Real Property Master Plan (RPMP) NLT 30 MAR 07. -Develop the Annual Work Plan NLT 15 NOV annually. -Completion of the Installation Status Report Infrastructure NLT 30 MAY annually.
Measures of Success	-Completion of the ISR Services and Service Base Costing (SBC)

	<p>NLT 31 MAR annually.</p> <p>-Complete 50% of RPI NLT JUN 06.</p> <p>-Master Plan: Complete Existing Condition Report and Tabulation of Existing and Required Facilities NLT APR 06.</p> <p>-ISR: Complete training to inspectors NLT JAN 06.</p> <p>-Improved rating of facilities as compared with previous years</p>
Priority	High
Funding Requirements	<p>-Transition to OMAR, additional funding.</p> <p>-Out-of-cycle TDA changes, additional manpower.</p> <p>-Support Activities: USACE, IMA-ARO / SERO, ARCC, 65th RRC</p> <p>-Training.</p>
Funding Decision	IMA, HQDA
Specific Planned Accomplishments	<p>-Provide well planned, developed, and maintained facilities (rated “green” in ISR, 50% of RPI) by FY09.</p> <p>-Obtain economies while sustaining our mission utilizing new technology at facilities.</p>
Contingencies	<p>-Island-wide Garrison Transition / Implementation of BASOPS services.</p> <p>Availability of funding.</p> <p>-Transition of manpower (Manpower survey).</p> <p>-BRAC (NEPA implementation; USAG assumption of responsibilities).</p> <p>-Construction moratorium (limited).</p> <p>-Training availability.</p>
Final Result	Provide sustainable facilities and infrastructure to the Fort Buchanan community.
Status	<p>Validate the RPI through the IFS NLT 30 Nov annually.</p> <p>Complete 50% of RPI NLT JUN 06.</p>

Action Plan Infrastructure

Goal 2 – Infrastructure	
Strategic Goal	Build and sustain infrastructure to support readiness, mission, and Quality of Life (QOL).
Strategic Objective	2.3 –Continuously improve facilities and infrastructure to adapt to changing requirements.
Initiatives	<ul style="list-style-type: none"> -Expand utilization of the Geographic Information System (GIS) System in the decision making process for future stationing and base development. -Implement the Installation Design Guide (IDG) to ensure infrastructure standardization. -Expand utilization of the ISR Infrastructure to improve all infrastructure to Army Standards.
	Action Plan
Purpose	To provide the fundamental tools of sound processes to achieve the organization's objectives.
Initiation Date	JUN 05 with the development of the new RPMP.
Planned Completion Date	MAR 07 (continuous process).
Action Team	Directors and Special Staff
Owner's Contact Information	Director of Public Works, 787-707-3514
Measures of Progress	<ul style="list-style-type: none"> -Validate RPLANS and IFS data NLT 30 NOV annually. -Complete and validate ISR Infrastructure NLT 31 MAY annually. -Reevaluate and update the RPMP NLT 30 SEP annually. -New RPMP is required to be completed on a 5 year cycle.
Measures of Success	-RPLANS: Submit the Fort Buchanan Military Construction Program NLT AUG 06.

	<ul style="list-style-type: none"> -ISR: Submit projects to correct deficiencies. -Master Plan: Conduct Real Property Planning Board semiannually. -Number of new and/or improvement projects executed.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> -Transition to OMAR, additional funding. -Out-of-cycle TDA changes, additional manpower. -Support Activities: USACE, IMA-ARO / SERO, ARCC, 65th RRC -Training.
Funding Decision	IMA, HQDA
Specific Planned Accomplishments	<ul style="list-style-type: none"> -Provide infrastructure to enable the U.S. Army Reserve (USAR) to fulfill its strategic roles and mission. -Construct and reconfigure existing facilities to accommodate the transforming USAR to a modular force.
Contingencies	<ul style="list-style-type: none"> -Island-wide Garrison Transition / Implementation of BASOPS services. -Availability of funding. -Transition of manpower (Manpower survey). -BRAC (NEPA implementation; USAG assumption of responsibilities). -Construction moratorium (limited). -Training availability.
Final Result	Provide infrastructure to Reserve Component units that will facilitate mission requirements.
Status	<ul style="list-style-type: none"> -RPMP development is on-going. -IDG under review.

Action Plan Infrastructure

Goal 2 – Infrastructure	
Strategic Goal	Build and sustain infrastructure to support readiness, mission, and Quality of Life (QOL).
Strategic Objective	2.4 –Apply advanced concepts and technologies to facilitate adequate installation infrastructure.
Initiatives	<p>-To plan, design, and build energy, environmentally, and structurally sound facilities compliant with current Army sustainability programs.</p> <p>-Apply and utilize the best demonstrated available technology to sustain the existing and future infrastructure.</p>
	Action Plan
Purpose	To provide the fundamental tools of sound processes to achieve the organization's objectives.
Initiation Date	MAY 04
Planned Completion Date	DEC 09
Action Team	Directors and Special Staff
Owner's Contact Information	Director of Public Works, 787-707-3514
Measures of Progress	<p>-Monitor utility consumption to maintain accurate baseline and historical data for the development of energy and water conservation projects NLT 30 JUN annually.</p> <p>-Expand the existing energy / utility management system utilizing remote metering / controls system to reduce increasing energy costs. (Recurring action).</p> <p>-Implement load sharing plan to reduce peak energy consumption NLT 31 DEC 06.</p>

	<ul style="list-style-type: none"> -Procure and install water fixtures with 2.5 GPM restrictors on buildings NLT 30 SEP 07. -Transfer responsibilities of privatized utilities NLT 30 SEP 09.
Measures of Success	<ul style="list-style-type: none"> -BRAC construction projects achieve Leadership in Energy and Environmental Design (LEED) Silver rating. -Timely transfer of utilities. -Cost savings achieved thru reduced peak energy demand.
Priority	High
Funding Requirements	<ul style="list-style-type: none"> -Transition to OMAR, additional funding. -Out-of-cycle TDA changes, additional manpower. -Support Activities: USACE, IMA-ARO / SERO, ARCC, 65th RRC -Training.
Funding Decision	IMA, HQDA
Specific Planned Accomplishment	<ul style="list-style-type: none"> -Obtain LEED certification for 25% of existing renovated facilities NLT FY09. -Ensure BRAC new construction is LEED compliant when DD Form 1354 is submitted.
Contingencies	<ul style="list-style-type: none"> -Island-wide Garrison Transition / Implementation of BASOPS services. -Availability of funding -Transition of manpower (Manpower survey) -BRAC (NEPA implementation; USAG assumption of responsibilities) -Construction moratorium. (Limited) -Training availability. -A-76 and Outsourcing
Final Result	Provide facilities with the best quality, low maintenance and technologically advanced construction components and equipment.

Status	Long Range Energy Management Plan has been completed. Energy Conservation Projects submitted to ACSIM for 1391 approval.
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Action Plan Infrastructure

Goal 2 – Infrastructure	
Strategic Goal	Build and sustain infrastructure to support readiness, mission, and Quality of Life (QOL).
Strategic Objective	2.5 –Develop a corporate body to consider other federal agencies utilization of available space.
Initiative	Promote effective and efficient utilization of real property to support the Federal Support Center of the Caribbean.
	Action Plan
Purpose	To provide the fundamental tools of sound processes to achieve the organization’s objectives.
Initiation Date	October 04
Planned Completion Date	Continuous process.
Action Team	Directors and Special Staff
Owner’s Contact Information	Director of Public Works, 787-707-3514
Measures of Progress	-Validate Real Property Inventory NLT 30 September annually. -Conduct Real Property Planning Board (RPPB) semiannually to consider other federal agencies requests of real property.
Measures of Success	-Number of leases granted. -Increased amount of reimbursable customers. -Available funds from other sources.
Priority	High
Funding Requirements	-Reimbursables. -Support Activities: USACE, IMA-ARO / SERO.

	-Training (Real Property Inventory, Leases, Grants, etc.)
Funding Decision	IMA, HQDA
Specific Planned Accomplishments	Provide real property and infrastructure to enable Fort Buchanan to fulfill its strategic role in the Caribbean.
Contingencies	<ul style="list-style-type: none"> - Availability of funding - Construction moratorium. (Limited) - Training availability. - A-76 and Outsourcing
Final Result	Provide facilities with the best quality, low maintenance and technologically advanced construction components and equipment.
Status	RPPB is conducted semiannually to consider other Federal agencies requests of real property. However, lack of available real estate, square footage, and the construction moratorium limit the capacity to provide external agencies what they need to meet their requirements.

Action Plan
Customer Focus

Goal 3 – Customer Focus	
Strategic Goal	Be an agile, efficient, customer-driven, results-oriented organization to support current and future missions.
Strategic Objective	3.1 –Institutionalize knowledge and information collection, sharing and management.
Initiative	Train the workforce on customer service and procedures to address customer concerns.
	Action Plan
Purpose	To institutionalize knowledge and information collection, sharing and management.
Initiation Date	Ongoing, training as required.
Planned Completion Date	Ongoing
Action Team	All Directors and Special Staff
Owner’s Contact information	Director of Morale, Welfare & Recreation, 787-707-3530
Measures of Progress	ICE/customer comment cards are acknowledged and action initiated within 72 hours of customer submission.
Measures of Success	<ul style="list-style-type: none"> -Respond and follow-up to all ICE comment cards within 72 hrs. -Input from customers is used in the Garrison Strategic Planning process to develop & improve programs, services & facilities. -Employees are recognized based on customer feedback. -Employees empower to offer alternatives to customer satisfaction (resolution at the lowest level).

Priority	High
Funding Requirements	Cost of customer training for the workforce.
Funding Decision	Local funds.
Specific Planned Accomplishments	<ul style="list-style-type: none"> -ICE Policy completed. -Develop Garrison-wide written procedures and train the workforce. -Provide Customer Service training to the workforce. -Establish a uniform customer card for all installation services/programs. -Annual reviews of Customer Service SOP to ensure new trends are identified. -Semi-annual review of Strategic Plan to incorporate customer input.
Contingencies	<ul style="list-style-type: none"> -Lack of funding. -Lack of commitment and support. -No follow up to actions.
Final Result	Customer feedback and input is included in the Garrison Strategic Planning process and is used to develop new programs/services and/or modify existing ones.
Status	Ongoing

Action Plan
Customer Focus

Goal 3 - Customer Focus	
Strategic Goal	Be an agile, efficient, customer-driven, results-oriented organization to support current and future missions.
Strategic Objective	3.2 - Build relationships of trust and confidence through open communication with all customers and stakeholders, internal and external.
Initiative	Establish procedures to gather and analyze customer feedback.
	Action Plan
Purpose	To build relationships of trust & confidence through open communication.
Initiation Date	Ongoing, training as required.
Planned Completion Date	Ongoing
Action Team	Directors and Special Staff
Owner's Contact information	Director of Morale, Welfare & Recreation, 787-707-3530
Measures of Progress	<p>-Feedback from customers & employees are collected and evaluated by each directorate and appropriate action taken as needed.</p> <p>-Customer Service Board evaluates results of Mystery Shopper Program through an online feedback system similar to the one currently conducted by AAFES.</p>
Measures of Success	<p>-Mystery shoppers survey installation services and provide feedback through online system. PAI office tracks actions taken.</p> <p>-An Installation Customer Service Board (cross representation from each directorate) reviews results of Mystery Shopper</p>

	<p>Program and makes recommendations to the Strategic Planning Board.</p> <p>-Survey results from Mystery Shopper Program will produce an Installation Customer Satisfaction Index.</p>
Priority	High
Funding Requirements	Funding for equipment upgrade and volunteer recognition incentives/events.
Funding Decision	Local funds.
Specific Planned Accomplishments	<p>-Use college students with technical expertise to implement program.</p> <p>-Partnership with AAFES to use their radio network to advertise major community events.</p> <p>-Develop and market the Mystery Shopper Program.</p> <p>-Establish partnership with community organizations to develop a pool of “Mystery Shoppers”.</p>
Contingencies	<p>-Funding</p> <p>-Technical expertise</p> <p>-Obsolete equipment</p>
Final Result	Systems are in place to provide customer feedback and to communicate actions taken as a result of feedback.
Status	Ongoing

Action Plan
Customer Focus

Goal 3 - Customer Focus	
Strategic Goal	Be an agile, efficient, customer-driven, results-oriented organization to support current and future missions.
Strategic Objective	3.3 -Gain efficiencies by reviewing processes and making necessary changes.
Initiative	Establish procedures for conducting reviews and after action reports of major events.
	Action Plan
Purpose	To gain efficiencies in delivery of customer service.
Initiation Date	Ongoing, training as required.
Planned Completion Date	Ongoing
Action Team	Directors and Special Staff
Owner's Contact information	Director of Morale, Welfare & Recreation, 787-707-3530
Measures of Progress	-Conduct After Action Reviews (AAR) by team responsible for program. -Prepare written AAR after major events.
Measures of Success	A written AAR is conducted for 95% of all major events & programs.
Priority	High
Funding	Resource online development of Mystery Shopper Program.

Requirements	
Funding Decision	Local funds.
Specific Planned Accomplishments	Full compliance with written guidance.
Contingencies	Implementation of Island-wide Garrison detracts resources and efforts from this initiative.
Final Result	Results from AAR-are used to review programs/services, ensure these are customer-driven and supports mission and quality of life.
Status	Ongoing

Action Plan Mobilization

Goal 4 - Mobilization	
Strategic Goal	Plan, coordinate, and execute mobilization/demobilization of Reserve Component Commands of Puerto Rico and the US Virgin Islands.
Strategic Objective	4.1 -Plan, design, test, and improve mobilization/demobilization procedures that reflect current and future DoD requirements.
Initiative	<ul style="list-style-type: none"> - Develop and implement communication and liaison with RC. - Develop mobilization readiness exercise program. - Establish a mobilization readiness committee. - Develop training program for Garrison staff and RCs mobilization personnel. - Assist RC in their mobilization readiness initiatives.
	Action Plan
Purpose	<ul style="list-style-type: none"> -Establish initiatives and develop programs to support RC mobilization readiness initiatives. -Train and maintain the proficiency and efficiency of the Garrison staff on the conduct of mobilization operations. -Anticipate mobilization workload. -Improve and sustain the mobilization readiness levels of RC.
Initiation Date	Second quarter FY 07
Planned Completion Date	Fourth quarter FY 07
Action Team	Directors and Special Staff
Owner's Contact information	Director of Plans, Training, Mobilization & Security, 787-707-3521

Measures of Success	<ul style="list-style-type: none"> -Ability to mobilize and deploy units providing the necessary tools for their employment and performance of their mission. -Complete battalion size RC unit SRP/SRC in five working days. -Complete unit equipment maintenance validation within ten days after MOBSAD. -Complete unit logistical requirements within 15 days after MOBSAD.
Priority	High
Funding Requirements	Not determined at this time. Requires assessment of needs.
Funding Decision	IMA/1 st Army/FORSCOM
Specific Planned Accomplishments	<ul style="list-style-type: none"> -Develop an aggressive and effective liaison and communication lines with RC. -In coordination with RC develop a mobilization training and exercise program. -Conduct a mobilization readiness exercise annually with each of the RCs (JFHQ PR and VI, USAR). -Train Garrison and RC personnel on mobilization operations. -In coordination with RCs conduct mobilization readiness assistance visits to units in the field. -Establish a mobilization readiness committee with the participation of RCs, TSB, and Garrison staff.
Contingencies	Get FORSCOM and First US Army support to influence RCs.
Final Result	Accomplish the strategic objective.
Status	Ongoing

**Action Plan
Mobilization**

Goal 4 – Mobilization	
Strategic Goal	Plan, coordinate, and execute mobilization/demobilization of Reserve Component Commands of Puerto Rico and the US Virgin Islands.
Strategic Objective	4.2 -Develop the components and structure to maintain Fort Buchanan as a Mobilization Station able to meet FORSCOM requirements on the implementation of ARFORGEN for PR and VI RC units.
Initiative	<ul style="list-style-type: none"> -Develop and improve existing facilities, infrastructure, and technological resources. -Seek opportunities to add real estate and facilities to Fort Buchanan control in support of mobilization /ARFORGEN. -Being capable to maximize the use of existing facilities by having the ability to conduct mobilization operations from remote sites within PR and VI.
	Action Plan
Purpose	<ul style="list-style-type: none"> -Provide the basis to have the ability to reach and maximize the use of DOD and RC facilities as mobilization assets. -Develop the necessary infrastructure to maintain Fort Buchanan as the MS/PSP of choice for RC units of PR and VI to include billeting, recreational facilities, and assets that enhance the quality of life of the soldier. -Acquire the technological equipment in terms of IT assets, ADPE, and communication means that provide the Garrison with the flexibility to perform the mobilization mission from any remote location such as unit reserve centers and armories.
Initiation Date	Second quarter FY 07

Planned Completion Date	Fourth quarter FY 09
Action Team	Directors and Special Staff
Owner's Contact information	Director of Plans, Training, Mobilization & Security, 787-707-3521
Measures of Progress	<ul style="list-style-type: none"> -Influence the Puerto Rico National Guard to upgrade ranges and training areas at Camp Santiago. -Acquisition of portable automation equipment, state of the art communication assets, and technology. -Completion of MOAs and MOUs with supporting agencies to include Active Army (MEPS) Army, Navy, and Marine Corps Reserve Commands, US Coast Guard, and JFHQ-PR for the use of assets and facilities.
Measures of Success	<ul style="list-style-type: none"> -Ability to conduct mobilization operations/exercises from the units' home station. -Be assigned as a mobilization platform as part of ARFORGEN implementation.
Priority	High
Funding Requirements	Not determined at this time. Requires assessment of needs.
Funding Decision	Local funds, IMA
Specific Planned Accomplishments	<ul style="list-style-type: none"> -Influence JFHQ-PR to improve and sustain the operability of Ranges and Training areas. -Update MOBTDA and identify personnel contracting requirements. -Develop simulation facilities. -Upgrade training devices. -Upgrade IT technology to totally portable/mobile systems.

Contingencies	Get the participation and support from RCs to influence IMA, FORSCOM and First US Army to get the necessary resources.
Final Result	Maintain Fort Buchanan as a Mobilization station able to meet FORSCOM requirements on the implementation of ARFORGEN for PR and VI RC units.
Status	Preliminary review

History of Fort Buchanan

The history of the U.S. Army in Puerto Rico dates back to the Spanish American War. Army troops invaded the island on July 25, 1898 and swiftly defeated a weak Spanish army force. In 1903, the first Puerto Rican U.S. Army unit was established (the "Porto Rico Regiment") under the command of LTC James A. Buchanan. "Camp Buchanan" was established in 1923. It was originally located on a 300 acre tract of land some six miles south of San Juan Bay. From 1926 to 1930 Camp Buchanan was used as a maneuver training area and range by the Regular Army, by the National Guard troops, and as a Citizen Military Training Camp. In May 1940 it was officially designated as Fort Buchanan and expanded to 1,514 acres initially, later to 4,500 acres. Permanent facilities were constructed. During World War II, Fort Buchanan housed a depot supplying the Army Antilles Department. It also processed local troops through its replacement center. The industrial complex included pier facilities, ammunition storage areas, and extensive railroad network connecting it to the bay. After World War II, the post was gradually reduced in size to its present 746 acres. The post continued to be used throughout the Korean War as a supply and replacement depot. Buchanan continued to be used as an Army facility until the deactivation of the Antilles Command December 31, 1966, when it came under Navy control. In December 1971 it returned to Army control under Third US Army. At that time it also became host to a number of tenant activities of the Reserve components, Navy, Coast Guard, Air Force and some non-military federal agencies. On July 1, 1973 as a result of Army reorganization, the TUSA-PR was redesignated as U.S. Army Garrison, Fort Buchanan under direct control of HQ FORCSOM. Initially the Commander, USAG, commanded the Senior Army Advisors to the USAR and NG elements in Puerto Rico and the U.S. Virgin Islands, the Readiness Group, and USAR. Following the Department of Defense Unified Command Plan, Fort Buchanan came under control of Southern Command, and on August 13, 1999 became the home of US Army South. On October 1, 2002, the Garrison became part of the Installation Management Agency's Southeastern region under Forces Command, within the Northern Command area of responsibility. Finally, on October 1, 2003, we became the third Army Reserve installation within IMA, along with Forts McCoy and Dix, with the Deputy Commanding General of the US Army Reserve Command as our Senior Mission Commander. Today, Fort Buchanan is the only Department of Defense installation in the Caribbean Basin area. It continues to support the reserve components and active component Soldiers in Puerto Rico and U.S. Virgin Islands as a power projection platform to mobilize the nation's only fully bilingual and bicultural force, a definite asset for DoD relations with central and South America. Its principal mission is the mobilization, readiness and actual deployment of some 15,000 reserve Component soldiers in Puerto Rico and the U.S. Virgin Islands. The installation also provides support to DoD operations in the Caribbean area.



Team Buchanan's Charter

We the leadership of Team Buchanan have faith and believe in Fort Buchanan.

We wholeheartedly recognize and support its vision and mission and resolve to incorporate it into our daily business practices.

We believe in its future and the application of the Army Performance Improvement Criteria, and this Strategic Plan as a tool of that Criteria and an Army Community of Excellence.

We uphold that Team Buchanan is a loyal steward of this document.

By affixing our signatures below we affirm all above.



James D. Adamski
Directorate of Emergency Services



Herbert C. Rader
Directorate of Human Resources



Pascual Quindnes
Directorate of Public Works



Michael J. Hernandez Carrion
Directorate of Information Management



Diane Joseph
Directorate of Logistics



Freddie L. Gladden
Directorate of Morale,
Welfare and Recreation



Hector Lopez
Directorate of Plans, Training,
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Magda Figueroa
Equal Employment
Opportunity Officer



LTC Mark Nozaki
Staff Judge Advocate



Jose Pagan
Public Affairs Officer



LTC Rafael Rodriguez
Installation Chaplain



Dennise Nieves
Chief, Plans, Analysis and
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Louis A. Rodriguez
Command Audit Officer



Pablo Cotto
Installation Safety Officer



Ramonita Ojeda
Inspector General



CPT Cesar Garcia
Commander, HHC



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Director, Civilian Personnel

Visit us at:

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